



2017/2018

Dr. Beyers Naude Local Municipality

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN



TABLE OF CONTENTS

Honourable Mayor's Foreword



The Honourable Mayor D. de Vos

The Municipal Systems Act, 32 of 2000 requires all municipalities to develop 5 year Integrated Development plans and review them annually. The Dr. Beyer's Naude Local Municipality has developed the IDP within an approved IDP process plan and engaged in a consultation process to ensure that communities become part of the planning and decision making processes. The process was followed by the development of projects emanating from the needs and challenges identified in the strategic planning session and IDP public participation.

Chapter 6 of the MSA 32 of 2000 requires that all municipalities must develop a performance Management System that will monitor the implementation of the IDP. The SDBIP of the Municipality serves as a performance contract between the Administration, the Council and the Community expressing the goals and Objectives of the Council.

The SDBIP displays Projects and programmes that are to be implemented as Key Performance Indicators, these Key performance Indicators are linked to development priorities within the IDP. The SDBIP only covers those projects and programmes that have budget and human resource capital support. Performance targets were set within the SDBIP and will be monitored on continuous bases and assessed on quarterly bases.

Despite the challenges faced in the transition from the former municipalities to the Dr. Beyer's Naude Local Municipality, It is with great pride I can highlight the effort taken by the municipality to ensure that the IDP and Budget processes are aligned; that the SDBIP is linked to the IDP and that public participation has been done as required by legislation. It's a pleasure to present to you the 2017/2018 SDBIP as a performance agreement between Council and the Community to improve the lives of our people.

In closing, I would like to thank Council Members for their commitment in realizing the goals of improving the lives of our people. I would further thank the administration who, in spite of all challenges, continue to pay attention to the task at hand. Yes, we do have challenges, but these are not what we focus on, but what we built energy on and recommit to working extra hard in achieving our goal: to make Dr. Beyers Naude Local Municipality the best in the Country.

1. INTRODUCTION

OBJECTIVE

The primary objective is to develop a 12 month plan within which the Municipality has to achieve the following:

- The services represented by the expenditure in the budget
- The income to fund the service delivery.

Circular 13 from National Treasury attempts to commit all stakeholders to the agreement to work towards specific objectives. This is done within the framework of consultation as outlined in Chapter 4 of the Systems Act.

The secondary objective is to reduce to writing the activities of the organization so that it may be subjected to assessment and benchmarking.

It serves as a supplementary support document to the approved budget represented as a policy document. It further serves as a record of the Key Performance Areas (KPA) with their corresponding Key Performance Indicators (KPI) or Critical Success Factors (CSF).

DEFINITION

S ------ SERVICE ---------

THOSE TANGIBLE AND INTANGLE GOOD(S) AND/OR SERVICE(S) THAT ARE A PRODUCT OF OUR EXISTENCE BY MANDATE

D ------ DELIVERY --------

THE "VEHICLE" USED TO ACHIEVE THE SERVICE AT THE RIGHT TIME, PLACE , QUANTITY AND QUALITY

B ------ BUDGET ----------

A POLICY DOCUMENT, THAT RECORDS REALISTIC INCOME AND EXPENDITURE AS WELL AS THE INTENDED ACTIVITIES

I ------ IMPLEMENTATION --

THIS REFERS TO THE CONSEQUENCE AND REALIZATION OF DELIVERY. THE ACTION OR EFFORT

P ------ PLAN ---------------

THIS IS THE SDBIP STRATEGY DOCUMENT SO AGREED BY THE STAKEHOLDERS.

Once the budget has been approved, the SD&BIP must be presented to the Mayor by the Accounting Officer, after consultations with Senior Managers and other Head of Departments, at least one week before the commencement of the new financial year.

Even though it is not a policy document like the IDP and the Budget, it is a vital tool for planning and strategy development. The monitoring capability of the PMS system is vitally important towards reporting and achieving service delivery. It is a vital tool for decision-making and contracting mandates from communities.

The layers of this document will see the objectives reported by the following listed components as well as by comparisons to the Organizational Performance and, in turn, linked to the individual directors and their activities within their votes.

The major components of the SDBIP are:

1. Projections of budgeted income and actual income per vote and per activity
2. Projections of budgeted expenditure against actual per vote and per activity
3. Projections of the service (KPA) achieved against budget spending and comment.

These will be illustrated in both tabular and graphic format in the (Final approved SDBIP)

The procedure

The SDBIP is fundamentally divided into two sections namely:

The Service Delivery Component (SD)

This is derived from the Performance Management System from which the KPA and its score are extracted. Here we analyse the purpose for the existence of the budget into the KPA and the corresponding KPI together with its delivery mechanism.

The Budget Implementation Plan (BIP)

Hereto we made use of controlled stationers to provide the detail associated with every line on the budget. This was to determine the justification for the budget as well as ascertain its directive in support of a KPA.

The following Departments exist:

Main Vote/Department
EXECUTIVE & COUNCIL
CORPORATE SERVICES - ADMINISTRATION
CORPORATE SERVICES - COMMUNITY SERVICES
CORPORATE SERVICES - PROTECTION
FINANCIAL SERVICES
TECHNICAL SERVICES - ENGINEERING
TECHNICAL SERVICES - ELECTRICAL

The Concept

The concept is based on the idea that spending will be indicative of service delivery as a major consideration of whether the KPA was achieved. It is supplemented by an overview report by the Director and endorsed by the Municipal Manager.

LEGISLATION

The following legislation applies:

The Municipal Finance Management Act 2004, Chapter 7, Section 53 (c)(ii), which states:

“Take reasonable steps to ensure the Municipality’s SD&BIP is approved by the Mayor within 28 Days after the approval of the budget and made public no later than 14 days after that”

Circular 13, from National Treasury provides the departure point for the SDBIP.

Chapter 8 of the MFMA stipulates that the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as a draft of the annual performance agreements required by the Municipal Systems Act.

Section 72 (1), (a), (ii) states “the accounting officer of the municipality must by 25 January of each year assess the performance of the municipality during the first half of the financial year, taking into account the municipality’s service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan”

These sections leads us to the budget monitoring requirements of section 71 and the rest of section 72 of the MFMA where it is stipulated that the Mayor must check whether the budget is being implemented in accordance with the SDBIP.

It should be noted that service delivery and its related expenditure is based on the ability to fund the budget. Should a shortage of income be realized, an Adjustment Budget, in terms of the MFMA, will be tabled.

The effect is that expenditure will be reduced in line with realistic income. This in turn means that service as contained in the SDBIP will then be reduced as well.

ROLEPLAYERS

The roleplayers and their respective roles include:

1. The Mayor

   As head of the Plenary Council and to provide political leadership and direction. Section 21(a), (b)

2. The Ward Councillor/PR Councillor

As promoter of the Ward Committee structure or as representative of a certain sector of the population.

3. The Municipal Manager

As Accounting Officer and administratively charged

4. The Chief Financial Officer

As advisor to the AO and responsible for the administration of the budget. (Section 84, (1).

Senior accountants for reporting and assistance. Delegation: MFMA

5. Senior Managers

As appointed as head of departments for the respective services, Section 78, (1).

6. Senior officials and Section Heads

Reporting to Senior Managers and acting under delegation from their supervisors.

7. Unions

As the recognized body for organized labour being SAMWU and IMATU.

8. External Parties

- National Treasury: MFMA
- Provincial Officers and Departments: MFMA

9. Internal Documents

- Integrated Development Plan
- Spatial Development Plans

- Local Economic Development Plan

10. Other

ORGANOGRAM AND INSTITUTIONAL ARRANGEMENTS

The organogram depicts the structure of employees that support and deliver the objectives of the organization. The budget is divided into activities together with the employees associated with it.

Income Budget by Source

Description	Budget Year 2017/18												Medium Term
R thousand	**July**	**August**	**Sept**	**October**	**November**	**December**	**January**	**February**	**March**	**April**	**May**	**June**	**Budget Year 2017/18**
Revenue By Source													
Property rates	3,632,943	3,632,943	3,632,943	3,632,943	3,632,943	3,632,943	3,632,943	3,632,943	3,632,943	3,632,943	3,632,943	3,632,943	43,595,320
Service charges - electricity revenue	7,675,465	7,675,465	7,675,465	7,675,465	7,675,465	7,675,465	7,675,465	7,675,465	7,675,465	7,675,465	7,675,465	7,675,465	92,105,542
Service charges - water revenue	2,544,841	2,544,841	2,544,841	2,544,841	2,544,841	2,544,841	2,544,841	2,544,841	2,544,841	2,544,841	2,544,841	2,544,841	30,538,023
Service charges - sanitation revenue	1,238,826	1,238,826	1,238,826	1,238,826	1,238,826	1,238,826	1,238,826	1,238,826	1,238,826	1,238,826	1,238,826	1,238,826	14,865,832
Service charges - refuse revenue	740,717	740,717	740,717	740,717	740,717	740,717	740,717	740,717	740,717	740,717	740,717	740,717	8,888,545
Service charges - other	73,969	73,969	73,969	73,969	73,969	73,969	73,969	73,969	73,969	73,969	73,969	73,969	887,624
Rental of facilities and equipment	89,524	89,524	89,524	89,524	89,524	89,524	89,524	89,524	89,524	89,524	89,524	89,524	1,074,282
Interest earned - external investments	114,711	114,711	114,711	114,711	114,711	114,711	114,711	114,711	114,711	114,711	114,711	114,711	1,376,531
Interest earned - outstanding debtors	155,574	155,574	155,574	155,574	155,574	155,574	155,574	155,574	155,574	155,574	155,574	155,574	1,866,893
Dividends received	0	0	0	0	0	0	0	0	0	0	0	0	0
Fines	8,354	8,354	8,354	8,354	8,354	8,354	8,354	8,354	8,354	8,354	8,354	8,354	100,248
Licences and permits	497,677	497,677	497,677	497,677	497,677	497,677	497,677	497,677	497,677	497,677	497,677	497,677	5,972,121
Agency services	27,819	27,819	27,819	27,819	27,819	27,819	27,819	27,819	27,819	27,819	27,819	27,819	333,833
Transfers recognised - operational	8,953,247	8,953,247	8,953,247	8,953,247	8,953,247	8,953,247	8,953,247	8,953,247	8,953,247	8,953,247	8,953,247	8,953,247	107,438,965
Other revenue	107,003	107,003	107,003	107,003	107,003	107,003	107,003	107,003	107,003	107,003	107,003	107,003	1,284,030
Gains on disposal of PPE	549,423	549,423	549,423	549,423	549,423	549,423	549,423	549,423	549,423	549,423	549,423	549,423	6,593,075
Total Revenue (excluding capital transfers and contributions)	**26,410,093**	**26,410,093**	**26,410,093**	**26,410,093**	**26,410,093**	**26,410,093**	**26,410,093**	**26,410,093**	**26,410,093**	**26,410,093**	**26,410,093**	**26,410,093**	**316,920,864**

Income Budget by Vote

Description	Budget Year 2017/18												Medium Term
R thousand	July	August	Sept	October	November	December	January	February	March	April	May	June	Budget Year 2017/18
Revenue by Vote													
Vote 1 - EXECUTIVE & COUNCIL	1,260,751	1,260,751	1,260,751	1,260,751	1,260,751	1,260,751	1,260,751	1,260,751	1,260,751	1,260,751	1,260,751	1,260,751	15,129,008
Vote 2 - CORPORATE SERVICES - ADMINISTRATION	55,042	55,042	55,042	55,042	55,042	55,042	55,042	55,042	55,042	55,042	55,042	55,042	660,505
Vote 3 - CORPORATE SERVICES - COMMUNITY SERVICES	1,023,504	1,023,504	1,023,504	1,023,504	1,023,504	1,023,504	1,023,504	1,023,504	1,023,504	1,023,504	1,023,504	1,023,504	12,282,042
Vote 4 - CORPORATE SERVICES - PROTECTION	877,905	877,905	877,905	877,905	877,905	877,905	877,905	877,905	877,905	877,905	877,905	877,905	10,534,859
Vote 5 - FINANCIAL SERVICES	11,528,891	11,528,891	11,528,891	11,528,891	11,528,891	11,528,891	11,528,891	11,528,891	11,528,891	11,528,891	11,528,891	11,528,891	138,346,694
Vote 6 - TECHNICAL SERVICES - ENGINEERING	8,232,878	8,232,878	8,232,878	8,232,878	8,232,878	8,232,878	8,232,878	8,232,878	8,232,878	8,232,878	8,232,878	8,232,878	98,794,539
Vote 7 - TECHNICAL SERVICES - ELECTRICAL	8,827,825	8,827,825	8,827,825	8,827,825	8,827,825	8,827,825	8,827,825	8,827,825	8,827,825	8,827,825	8,827,825	8,827,825	105,933,902
TOTAL	**31,806,796**	**31,806,796**	**31,806,796**	**31,806,796**	**31,806,796**	**31,806,796**	**31,806,796**	**31,806,796**	**31,806,796**	**31,806,796**	**31,806,796**	**31,806,796**	**381,681,549**

Monthly projections of expenditure by Type

Description	Budget Year 2017/18												Medium Term
R thousand	July	August	Sept	October	November	December	January	February	March	April	May	June	Budget Year 2017/18
Employee related costs	10,536,164	10,536,164	10,536,164	10,536,164	10,536,164	10,536,164	10,536,164	10,536,164	10,536,164	10,536,164	10,536,164	10,536,164	126,433,973
Remuneration of councillors	766,277	766,277	766,277	766,277	766,277	766,277	766,277	766,277	766,277	766,277	766,277	766,277	9,195,327
Debt impairment	738,309	738,309	738,309	738,309	738,309	738,309	738,309	738,309	738,309	738,309	738,309	738,309	8,859,709
Depreciation & asset impairment	5,930,394	5,930,394	5,930,394	5,930,394	5,930,394	5,930,394	5,930,394	5,930,394	5,930,394	5,930,394	5,930,394	5,930,394	71,164,730

Finance charges	27,345	27,345	27,345	27,345	27,345	27,345	27,345	27,345	27,345	27,345	27,345	27,345	328,136
Bulk purchases	5,153,065	5,153,065	5,153,065	5,153,065	5,153,065	5,153,065	5,153,065	5,153,065	5,153,065	5,153,065	5,153,065	5,153,065	61,836,782
Other materials	0	0	0	0	0	0	0	0	0	0	0	0	0
Contracted services	296,931	296,931	296,931	296,931	296,931	296,931	296,931	296,931	296,931	296,931	296,931	296,931	3,563,170
Transfers and grants	5,587	5,587	5,587	5,587	5,587	5,587	5,587	5,587	5,587	5,587	5,587	5,587	67,046
Other expenditure	9,703,951	9,703,951	9,703,951	9,703,951	9,703,951	9,703,951	9,703,951	9,703,951	9,703,951	9,703,951	9,703,951	9,703,951	116,447,412
Loss on disposal of PPE	3,109	3,109	3,109	3,109	3,109	3,109	3,109	3,109	3,109	3,109	3,109	3,109	37,310
Total Expenditure	**33,161,132**	**33,161,132**	**33,161,132**	**33,161,132**	**33,161,132**	**33,161,132**	**33,161,132**	**33,161,132**	**33,161,132**	**33,161,132**	**33,161,132**	**33,161,132**	**397,933,595**

Budgeted Capital Expenditure by Vote

Description	**Budget Year 2017/18**												**Medium Term**
R thousand	**July**	**August**	**Sept**	**October**	**November**	**December**	**January**	**February**	**March**	**April**	**May**	**June**	**Budget Year 2017/18**
<u>Capital Expenditure - Standard</u>													
Finance and administration	125,833	125,833	125,833	125,833	125,833	125,833	125,833	125,833	125,833	125,833	125,833	125,833	1,510,000
Public safety	341,150	341,150	341,150	341,150	341,150	341,150	341,150	341,150	341,150	341,150	341,150	341,150	4,093,800
Road transport	193,373	193,373	193,373	193,373	193,373	193,373	193,373	193,373	193,373	193,373	193,373	193,373	2,320,476
Energy sources	608,333	608,333	608,333	608,333	608,333	608,333	608,333	608,333	608,333	608,333	608,333	608,333	7,300,000
Water management	3,608,802	3,608,802	3,608,802	3,608,802	3,608,802	3,608,802	3,608,802	3,608,802	3,608,802	3,608,802	3,608,802	3,608,802	43,305,619
Waste water management	519,211	519,211	519,211	519,211	519,211	519,211	519,211	519,211	519,211	519,211	519,211	519,211	6,230,535
TOTAL	**5,396,702**	**5,396,702**	**5,396,702**	**5,396,702**	**5,396,702**	**5,396,702**	**5,396,702**	**5,396,702**	**5,396,702**	**5,396,702**	**5,396,702**	**5,396,702**	**64,760,430**

EXPENDITURE BUDGET BY PROJECT AND WARD

IDP No.	Objective	Strategy	Baseline Indicator	Project Name	KPI	Wards	Responsible Department	Funding Source	2017/2018 Internal Funding	2017/2018 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
INFRASTRUCTURE DEVELOPMENT															
111	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	Existing infrastructure not efficient for demand.	Refurbishment of Borehole Equipment and Installation of Bio- Tower Water Treatment	Supply and installation of 1 borehole pump, installation of 1 water meter, installation of 1 package water treatment plant. Installation of 1 MCC panel for the package plant in Jansenville by 30th June 2018.	10,11	Technical Department	External MIG		2,131,800.00	4	Appointment of Consultant	Appointment of contractor	Construction of 1 borehole and installation of 1 water meter.	Installation of package water treatment plant and Certificate of Completion
112	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	The Demand exceeds supply	Willowmore Bulk Water Supply - Wilgerkloof	Construction of uPVC 2100m pipeline in Willowmore by 31 March 2018.	8,9,13	Technical Department	External MIG		3,015,610.00	2100m pipeline	Planning and development of construction plan.	Construction 500m.	Construction of 1600m pipeline and Certificate of completion.	n/a
114	To adequately increase bulk water storage, upgrade reticulation	Upgrade reticulation system by systematically replacing	7 existing boreholes in Aberdeen, however the demand	Aberdeen: Upgrading of Bulk Water: Supply Phase 2	Drilling and equipping of 2 boreholes and 1 Hydrological	8,9,13	Technical Department	External MIG		6,158,209.00	2 boreholes .	n/a	Appointment of Contractor	Drilling of Borehole and Hydrological report.	Certificate of Completion

	systems, secure permanent water supply and properly maintain all infrastructure	old installations.	exceeds supply.		report in Aberdeen by 30th June 2018.										
118	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	Existing Dam supply not sufficient for drought periods.	Graaff-Reinet Emergency Water Supply Scheme	Construction of 1 steel reservoir and installation of 315mm bulk rising main in Graaff-Reinet by 30th June 2018.	2,3,4,5, 6,7,14	Technical Department	External RBIG		25,000,000.	1 Steel Reservoir, 1 rising main	Construction of reservoir and rising main.	Certificate of Completion	n/a	n/a
131	Solid Waste Disposal Sites (Landfills), that are compliant, have adequate capacity and are properly managed and maintained	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable.	Existing site has reached capacity.	Graaff-Reinet: Upgrading Solid Waste Site of 2 New Cells	Number of cells constructed in Graaff-Reinet Solid Waste Disposal Facility by 30th June 2018.	2,3,4,5, 6,7,14	Technical Department	External MIG		3,491,257.62	2 cells	n/a	Clearing the existing site.	Construction 1 cell	Construction of 1 cell and Certificate of Completion
141	To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof	Conduct an audit of electrification needs and infrastructure in the Dr Beyers Naudé LM.	64 RDP houses constructed in Willomore	Upgrade Infrastructure	Installation of 4KM overhead powerlines in Graaff-Reinet AND Electrification of 64 RDP Houses in Willowmore by 30th June 2018.	8,9,12, 13	Electrical Department	External DOE		7,000,000.00	4km powerline AND 64 RDP houses electrified	Tender process and appointment of Consultant	Appointment of Contractor	Electrification of 64 RDP Houses	Construction 4km Overhead Powerlines and Certificate of completion
147	To adequately upgrade the	Conduct an audit of	No standby/ Emergency	Transformers	Number of Standby	1-14	Electrical Department	Internal	300,000		1	n/a	n/a	Tender	Delivery of 1

	electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof	electrification needs and infrastructure in the Dr Beyers Naudé LM.	transformers within the Dr. Beyers Naude Local Municipality.		Transformers Purchased by 30th June 2018.									process	Transformer
163	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable	Gravel roads currently in Jansenville and Klipplaat.	Jansenville /Klipplaat roads and storm water drainage Rehabilitation	Construction of 1500m^2 roads in Jansenville and 1500m^2 roads in Klipplaat by 30th June 2018.	10,11	Technical Department	External MIG		2,000,000.00	3000m^2	Construction Of 1000m^2	Construction Of 1000m^2	Construction Of 1000m^2	Certificate of Completion
163	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable	Existing cut-off drain in Umasizakhe and Kroonvale needs to be rehabilitated.	Graaff Reinet roads and storm water drainage Rehabilitation	Upgrade 500m of cut - off drain and progress report by 30th June 2018.	5,6	Technical Department	External MIG		2,739,277.53	Rehabilitation of 500m cut-off drain and 1 progress report.	Tender Processes and appointment of consultant	Design report	Appointment of Contractor	Rehabilitation of 500m cut - off drain and Progress report
	COMMUNITY DEVELOPMENT														
223	To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations	Source funding to upgrade the Fire-fighting service	208 Fire Hydrants in Dr. Beyers Naude Local Municipality	DISASTER MANAGEMENT & FIRE FIGHTING SERVICES	Number of Audits conducted to determine how many Fire Hydrants to be installed by 30th June 2018	2,3,4,5, 7,14	Protection Service Department	External SBDM Fire Grant		90,200.00	1	Audit to be conducted to investigate what is still outstanding for conversion to pillar post.	n/a	n/a	n/a

	and infrastructure as an ongoing concern.														
	INSTITUTIONAL DEVELOPMENT														
300	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources	The current building housing the firefighting service is not suitable to accommodate the required staff, equipment and vehicles.	OFFICES	Upgrade 1 Fire Station in Graaff-Reinet by 30th June 2018.	2	Protection Service Department	External		3,675,500.00	1	Tender process	construction	construction	Completion of 1 fire station
317	To improve service delivery by replacing the current fleet with more reliable vehicles.	Purchase vehicles or plant required for delivering the necessary services.	Fleet not sufficient for vast municipal area	VEHICLES	Number of 4X4 LDV's purchased by 31 December 2018.	Institutional	Protection Service Department	External		250,000.00	1	Signed SLA and Resolution	Delivery of Vehicle	n/a	n/a
317	To improve service delivery by replacing the current fleet with more reliable vehicles.	Purchase vehicles or plant required for delivering the necessary services.	Fleet not sufficient for vast municipal area	VEHICLES	Number of DC Bakkies purchased by 31 December 2017.	Institutional	Supply chain/Assets Department	External FMG		400,000.00	1	Formal Tender and award.	Deliver of Vehicle	n/a	n/a

330	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	8 air conditioners currently. 2 air conditioners needed for additional office space.	Air Conditioners	Number of Air conditioners purchased by 30 September 2017.	Institutional	Supply Chain/Assets Department	External		20,000.00	2	Quotations sourced. Purchased, delivery and Installation of Air conditioner.	n/a	n/a	n/a
331	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	Additional furniture required once office space has been secured.	Office Furniture	Purchase 4 Cabinets, 3 Shelves, 14 Tables, and 21 Chairs by 31 December 2017.	Institutional	Finance Department	External FMG		150,000.00	42	Source Quotations	Purchase and Delivery of Office Furniture	n/a	n/a

334	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	Cleaning appliances purchased annually.	Cleaning Appliances	Number of Polishers and Vacuum cleaners to be purchased by 30th September 2017.	Institutional	Finance Department	External FMG	30,000.00		43	Source quotations. Purchase and delivery of cleaning appliances.	n/a	n/a	n/a
341	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	Fire equipment purchased annually	Tools and Equipment	Number of Specialised Occupational Health and Safety (Fire) equipment purchased by 31 December 2017.	Institutional	Protection Service Department	Internal/ External		78,700.00	14	Source Quotations	Purchased and Delivery of Equipment	n/a	n/a

342	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Equip offices and areas of service delivery with adequate resources.	VTS equipment purchased annually	Tools and Equipment	Number of Specialised Occupational Health and Safety (VTS) Equipment Purchased By 31 December 2017.	Institutional	Protection Service Department	External Urban Transport		25,000.00	5	Source Quotations	Purchased and Delivery of Equipment	n/a	n/a
342	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally	Equip offices and areas of service delivery with adequate resources.	5 Hand Held devices in Graaff-Reinet.	Tools and Equipment	Number of Hand – Held devices purchased for meter reading throughout the Dr. Beyer's Naude Local Muncipality 31 December 2017.	Institutional	Finance Department	External FMG		70,000.00	4	n/a	Request quotation from Service provider. Purchased and delivery of Equipment.	n/a	n/a

	compliant													
351	To improve overall efficiency of ICT ~ administration , billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Conduct a comprehensive ICT audit.	160 Exchange hosted mailboxes	IT Software	Number of Exchange Hosted mailboxes purchased By 31 September 2018.	Institutional	Finance Department	External FMG		70,000.00	10	10 Exchanged Hosted Mailboxes purchased.	n/a	n/a	n/a
351	To improve overall efficiency of ICT ~ administration , billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Conduct a comprehensive ICT audit.	13 Windows pro Licenses	IT Software	Number of Windows pro licenses purchased by 31 September 2017.	Institutional	Finance Department	External FMG		40,000.00	10	10 Windows pro licenses purchased.	n/a	n/a	n/a
351	To improve overall efficiency of ICT ~ administration , billing, record	Conduct a comprehensive ICT audit.	15 Microsoft Office H&B Licenses	IT Software	Number of Microsoft Office H&B Licences purchased by 31 September	Institutional	Finance Department	External FMG		50,000.00	10	10 Microsoft Office H&B Licences purchased.	n/a	n/a	n/a

	keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery				2017.										
352	To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Conduct a comprehensive ICT audit.	1 Drill, Glue gun, Grinder, Blower, 3 Batteries	IT Hardware	Purchased 1 drill, 2 step ladder, 1 glue gun, 1 crimping tool, 1 network tester) by 31 December 2017.	Institutional	Finance Department	External FMG		10,000.00	6	Source quotations	Purchase and Delivery of IT Hardware.	n/a	n/a
352	To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service	Conduct a comprehensive ICT audit.	40 PC/Laptops	IT Hardware	Number of PC/Laptops purchased by the 31st December 2017.	Institutional	Finance Department	External FMG		250,000.00	10	Source quotations	Purchase and delivery of 10 PC/Laptops	n/a	n/a

	delivery														
353	To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Identify areas in need of systems upgrade and formulate appropriate ICT Plan & Policies (including IT Disaster Recovery).	Jansenville Network upgraded 2016/2017	IT Infrastructure	Upgrade Servers and Networks in Dr.Beyers Naude Municipality by 30th June 2018.	Institutional	Finance Department	External FMG		200,000	1	Plan and tender process, Technical building Network upgrade	Upgrade Technical Building Network and Wireless (Auditorium Included)	n/a	n/a
354	To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Conduct a comprehensive ICT audit.	12 vending machines within the Dr. Beyer's Naude Local Municipality	Electronic Systems	Number of Vending Machines purchased by 31 December 2017.	Institutional	Finance Department	External FMG		220,000.00	4	Ward councillors to identify suitable areas	Source quotations	Supply and delivery	n/a

SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

INFRASTRUCTURE DEVELOPMENT– KPA - Infrastructure and Service Delivery							PERFORMANCE MILESTONES			
Objective	**Strategy**	**Baseline**	**Budget**	**Depart**	**KPI**	**Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure.	Identify and implement suitable Projects.	Reservoirs are cleaned annually.	274, 943.00	Engineering and Planning	Clean 6 reservoirs to reduce turbidity by 30 June 2018. Which reservoirs	6	0	0	0	6
For all households to have uninterrupted access to good quality, potable water.	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place	156 samples annually	285,783.00	Engineering and Planning	Monitor water quality through taking 13 Samples per month.	156	39 Samples	39 Samples	39 Samples	39 Samples
For all households to have uninterrupted access to good quality, potable water	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place	2 reports per month on water tested findings.	70,400.00	Community Services	Monitor water quality and report to Department of Engineering and Planning and caution community or Department if there is any findings on water samples tested. Re-test if there	24	6 Samples	6 Samples	6 Samples	6 Samples

					is findings					
For all households to have uninterrupted access to good quality, potable water.	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place	39 samples taken quarterly. 80% of 39 samples should be compliant with drinking water quality standards	n/a	Engineering and Planning	Percentage compliance with drinking water quality standards (micro-bacterialogical) quarterly.	80%	80%	80%	80%	80%
To adequately upgrade the electrical supply and install the necessary electrical infrastructure, as well as regular maintenance thereof.	Identify and implement suitable Electrification Projects	1 Oil test sample taken annually and submitted to a laboratory to ensure that the oil meets specifications.	60,000.00	Electrical Department	Number of oil test sample reports for a Transformer by 30 June. 2018.	1	0	0	0	1
Effective recycling programmes that will reduce waste volumes at landfill site and create economic opportunities for the Community	Step up educational campaigns to encourage all citizens to take pride in their areas and keep them clean; to recycle at source	No waste management campaigns held in 2016/2017	25, 000.00	Community Services	Number of Waste management Campaigns held at ward meetings, schools and other institutions by 30th June 2018.	12	3 waste management campaigns per quarter	3 waste management campaigns per quarter	3 waste management campaigns per quarter	3 waste management campaigns per quarter
The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment	Provide adequate waste disposal facilities and containers, as well as regular waste removal service	Regular cleaning throughout the year.	75,000.00	Community Services	Number of quarterly reports on Cleaning of all illegal dumping sites and waste skips by 30h June 2018.	4	Quarterly report on cleaning of all wards	Quarterly report on cleaning of all wards	Quarterly report on cleaning of all wards	Quarterly report on cleaning of all wards
The eradication of illegal dumping and littering and creation of clean and healthy	Provide adequate waste disposal facilities and	Skips in wards not sufficient	130,000.00	Community Services	Number of skips placed in all wards prone to illegal dumping,	20	All wards prone to illegal dumping (5 skips)	All wards prone to illegal dumping (5 skips)	All wards prone to illegal dumping (5	All wards prone to illegal dumping (5 skips)

urban areas and surrounding environment	containers, as well as regular waste removal service				monitor it regularly and remove dumping				skips)	
The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment	Provide adequate waste disposal facilities and containers, as well as regular waste removal service	Regular cleaning of parks and recreational areas	75, 000.00	Community Services	Number of reports on cleaning parks and all recreational areas by 30th June 2018.	4	Quarterly report on cleaning of all wards	Quarterly report on cleaning of all wards	Quarterly report on cleaning of all wards	Quarterly report on cleaning of all wards
COMMUNITY DEVELOPMENT –KPA – Good Governance							***PERFORMANCE MILESTONES***			
Objective	**Strategy**	**Baseline**	**Budget**	**Depart**	**KPI**	**Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
To significantly reduce and mitigate the negative impact of disasters and to upgrade road traffic and pedestrian safety, with regular maintenance on installations and infrastructure as an ongoing concern.	Regularly review and update the Municipality's Disaster Management Plan and ensure that it incorporates threats identified throughout the region	Former municipalities had a disaster management plan.	n/a	Protection Services Department	Number of reviews and update of Disaster Management Plan as approved by Council.	1	Review current Disaster Management Plan, refer to management meeting for input into any amendments	Draft Disaster Management Plan submit to all stakeholders for input	Collate the comments and inputs received	Present Reviewed Disaster Management Plan to Council for approval
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth and Women.	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth	9 August 2016 – Women's Day 24 September 2016 – Heritage Day 16 December – Reconciliation day Day 21 March 2017 – Human Rights Day	150,000.00	Municipal Manager/ SPU unit	Monitor 9 Sports & Cultural events Organized for the Community through reports submitted by SPU Officer to the Office of the Municipal Manager by 30th	9	Women's Day and Heritage Day commemoratio ns	National Day for disabled persons, World Aids Day, Reconciliation Day and Opening of the festive season	Human Rights Day and Freedom Day commemorati ons	Youth Day commemoration

	and Women.	27 April 2017 – Freedom Day 16 June 2017 – Youth Day			June 2018					
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth and Women.	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	Sports council, women's caucus, Aids Council, Initiation forum	50,000.00	Municipal Manager/SPU Unit	Number of SPU Consultative Forums established, namely: Youth Council, Local Sports Council, Local Aids Council, Women's Forum and Disabled Forum by 30 September 2017.	4	MRM Forum, Youth Forum	Disabled Forum	n/a	n/a
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	4 quarterly reports submitted to the Municipal Manager for 2016/2017	n/a	Municipal Manager/SPU Unit	Monitor effectiveness of SPU consultative councils/ Forums by providing quarterly reports to the office of the Municipal Manager.	4	Quarterly report on all councils/ forums	Quarterly report on all councils/ forums	Quarterly report on all councils/ forums	Quarterly report on all councils/ forums
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of	Training centres in Graaff-Reinet, Aberdeen, Nieu-Bethesda, Willomore,	100,000.00	Municipal Manager/SPU Unit	Number of training programmes for vulnerable groups especially youth and disabled	8	Job Readiness training in Graaff-Reinet and Jansenville. AET Training	Skills development training Steytlerville and Willomore. Job readiness	Co-operative Governance training throughout BNLM Entrepreneur	Arts and Crafts Training throughout BNLM

	the SPU sector, especially the Disabled, Youth and Women.	Steytlerville, Baviaans Kloof, Rietbron. Recreation Centre in Graaff-Reinet			citizens by 30th June 2018.		in Graaff – Reinet and Jansenville ABET Training from 24 July 2017. Computer training in Willomore/ Steytlervile/ Rietbron through the year	training throughout BNLM Computer training in Willomore/ Steytlervile/ Rietbron through the year	ship development programme throughout BNLM Computer training in Willomore/ Steytlervile/ Rietbron through the year	Computer training in Willomore/ Steytlervile/ Rietbron through the year

INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation & Institutional Development							***PERFORMANCE MILESTONES***			
Objective	**Strategy**	**Baseline**	**Budget**	**Depart**	**KPI**	**Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
To recruit staff with adequate qualifications, skills, training and experience.	Finalise the review of the Staff Establishment as a matter of urgency	Staff establishment not completed in 2016/2017 financial year.	200, 000.00	Human Resource Department	Develop an organizational structure by 30 December 2017.	1	Consultant to workshop proposed Organogram with Council and table before Council for adoption.	n/a	n/a	n/a
To recruit staff with adequate qualifications, skills, training and experience.	Finalise the review of the Staff Establishment as a matter of urgency	No staff placed within the Dr. Beyer's Naude Local Municipality	n/a	Human Resource Department	100% Implementation of placement policy through placement of staff based on approved Staff establishment by 31 March 2018	100%	Establishment of a placement committee.	Finalize job descriptions for each proposed post in staff establishment, and commence with placement of staff.	Placement of staff.	n/a

To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	No delegation register adopted by Council.	n/a	Human Resource Department	Number of Delegation registers developed by 31 December 2017.	1	Develop delegation register.	Workshop plan with all stakeholders. Adoption and approval by Council.	n/a	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	No equity plan adopted by Council	n/a	Human Resource Department	Number of employment equity plans developed by 31 December 2017.	1	Develop an employment equity plan	Workshop with Council and stakeholders. Table before Council for adoption.	n/a	n/a
To improve service delivery by replacing the current fleet with more reliable vehicles.	Make adequate provision on the annual Budget to address these areas as an ongoing concern.	No action plan	n/a	Supply Chain/Assets Department	Develop an action plan for the maintenance and service of all municipal vehicles by 30 June 2018.	1	Develop Action Plan	Workshop Action Plan	Execute Action Plan	Execute Action Plan
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to	Workplace skills plan reviewed annually	n/a	Human Resource Department	Develop a workplace skills plan with an annual training report by 30th April 2018.	1	Collect information from departments to develop plans.	Development of workplace skills plan and annual training report.	Submission to LG Seta and implementatio n report.	n/a

departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	enable staff to utilize these systems optimally and correctly.									
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Financial Policies adopted by Council.	n/a	Finance Department	Review 13 Financial Policies and table before Council for approval by 30 June 2018.	13	n/a	n/a	Workshop, Asset Management Policy, Supply chain Management policy, Fleet management policy, Contract Management policy, Credit and Debt collection Policy, Indigent Policy, Inventory policy, fruitless, wasteful and irregular expenditure policy, Budget policy, rewards, gifts and favours policy, virement policy, Investment policy, petty cash policy .	Approval by Council of reviewed policies
To provide sufficient operational requirements, furnish	Implement Plan & Policies and upgrade	Communication and PMS policy developed and adopted by	n/a	Municipal Manager/PMS/ Communicatio ns	Develop or Review 2 plans/strategies/ policies and	2	n/a	n/a	Review PMS and Communicati on Policy and	Submission to Council.

and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Council.			table before Council for approval by 30 June 2018.				Workshop, consult with all stakeholders	
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	9 HR Policies adopted by Council in 2016/2017	n/a	Human Resource Department	Number of HR policies reviewed by 31st December 2017	10	Review 6 policies	Review 4 Policies and workshop Council and stakeholders on all reviewed policies. Table policies before Council for adoption	n/a	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and	No SPAZA policy developed for Dr. Beyers Naude Local Municipality	n/a	Town Planning	Number of SPAZA Shop policies reviewed by 31 December 2017	1	n/a	Review policy and workshop Council and Stakeholders. Table before Council for adoption	n/a	n/a

	correctly.									
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	4 quarterly SCM reports submitted to Council annually.	n/a	Supply Chain Department	Prepare Supply Chain Management Implementation Compliance through 4 quarterly reports by 30 June 2018.	4	1 Quarterly SCM Report	1 Quarterly SCM Report	1 Quarterly SCM Report	1 Quarterly SCM Report
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	4 quarterly reports submitted to Council annually.	n/a	Supply Chain/Asset Department	Conduct quarterly Assets reconciliation between AR and GL. 4 quarterly reports by 30 June 2018.	4	Recon assets register with GL and provide a report	Recon assets register with GL and provide a report	Recon assets register with GL and provide a report	Recon assets register with GL and provide a report
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	4 quarterly SCM reports submitted to Council annually.	n/a	Supply Chain Department	Develop and Monitor Contract register for all service providers and provide quarterly reports.	4	Contract register Report	Contract register Report	Contract register Report	Contract register Report

Improved performance through effective PMS	Quarterly institutional performance reports to Council.	2 quarterly reports submitted to Council in 2016/2017	n/a	Municipal Manager/PMS unit	4 quarterly SDBIP Performance reports submitted to Council by 30 June 2018, to inform Council of Institutional Performance.	4	1 SDBIP Performance report submitted to Council By October 2016.	1 SDBIP Performance report submitted to Council By January 2017.	1 SDBIP Performance report submitted to Council By April 2017.	1 SDBIP Performance report submitted to Council By July 2017.
To develop a performance management culture within the Municipality	Develop performance plans for Managers	Performance not cascaded to management level within the institution	n/a	Municipal Manager/PMS unit	Number of performance plans developed by Cascading performance management to management level by 31 March 2018.	20	n/a	10 performance plans developed	10 performance plans developed	n/a
Improved performance through effective PMS	Train staff for operation of institutional PMS	No automated PMS. Staff to be trained on automated system.	n/a	Municipal Manager/PMS unit	Number of staff trained on the performance management system by 31 March 2017.	100%	n/a	n/a	Train all staff that entered into a performance agreement/pe rformance plan.	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly	No council resolution report submitted to Council quarterly.	n/a	Administration Department	Monitor Council resolutions by providing 4 quarterly reports on the implementation of council resolutions.	4	1	1	1	1
To provide sufficient operational	Implement Plan & Policies and	Register updated	n/a	Supply Chain Department	Compile a Lease Register	1	Update register with all	Update register with all	Update register with	n/a

requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	quarterly			with a list of all signed lease agreements by 30 June 2017		signed lease agreements	signed lease agreements	all signed lease agreements	
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	1 report was submitted to EXCO during 16/17	n/a	Human Resources Department	Report on all disciplinary hearings on a quarterly basis to EXCO.	4	Report on all disciplinary hearing	Report on all disciplinary hearing	Report on all disciplinary hearing	Report on all disciplinary hearing
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Skill officials by training them on MFMA online training.	Salary and IT Budget	Municipal Manager/CFO	Number of officials trained on MFMA online training by 31 June 2018	50	Install Online training for 25 officials	Install online training 25 officials	Submit all a report to the municipal manager on status of all employees trained.	n/a
LOCAL ECONOMIC DEVELOPMENT							***PERFORMANCE MILESTONES***			

Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SUSTAINABLE JOB CREATION ◆ BEE & PARTNERSHIPS ◆ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ◆ SKILLS DEVELOP-MENT ◆ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	SMME's trained in 2016/2017	84,217	Municipal Manager/ LED Unit	Profiling and building capacity in SMMEs – 4 new SMMEs trained in (Export and Business Training) in Graaff-Reinet by 30 June 2017.	4	Train 1 SMME	Train 1 SMME	Train 1 SMME	Train 1 SMME
SUSTAINABLE JOB CREATION ◆ BEE & PARTNERSHIPS ◆ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ◆ SKILLS DEVELOP-MENT ◆ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	132 people employed through the EPWP labour intensive programme for 2016/2017	1,233,000	Municipal Manager/LED Unit	Number of people employed through the EPWP Labour intensive programme to address high unemploymen t rate in Dr. Beyers Naude Local Municipality by 30 June 2018.	200	Quarterly reports to Council - with 25 people employed	Quarterly reports to Council - with 25 people employed	Quarterly reports to Council - with 75 people employed	Quarterly reports to Council - with 75 people employed
SUSTAINABLE JOB CREATION ◆ BEE & PARTNERSHIPS ◆ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ◆ SKILLS DEVELOP-MENT ◆ MAINSTREAMING OF	Support, encourage and facilitate value-adding initiatives, programmes and projects	New KPI	n/a	Municipal Manager/LED Unit	Number of labourers employed for the project: Reconstructio n of Lincom and Asherville schools In Graaff-Reinet	100	n/a	n/a	Selection and screening processes	Appointment of 50 labourers for Lincom reconstruction and 50 labourers for Asherville reconstruction

2ND ECONOMY, YOUTH, DISABLED & WOMEN					by 30 June 2018.					
SUSTAINABLE JOB CREATION ◆ BEE & PARTNERSHIPS ◆ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ◆ SKILLS DEVELOP-MENT ◆ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	New KPI	n/a	Municipal Manager/LED Unit	Number of SMME's employed for the project: Reconstruction of Lincom and Asherville schools In Graaff-Reinet by 30 June 2018	16	n/a	n/a	Selection and screening processes	Appointment of 16 SMME's for the reconstruction of of Lincom and Asherville schools.
SUSTAINABLE JOB CREATION ◆ BEE & PARTNERSHIPS ◆ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ◆ SKILLS DEVELOP-MENT ◆ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	No commonage plan adopted by Council.	n/a	Municipal Manager/LED Unit	Number of commonage plans developed by the 30th June 2018.	1	n/a	Apply for funding from SBDM.	Supply chain processes commence: advertisement and appointment of service provider.	1 commonage plan developed.
SUSTAINABLE JOB CREATION ◆ BEE & PARTNERSHIPS ◆ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ◆ SKILLS DEVELOP-MENT ◆ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	90,000 was used to assist SMME's within 2016/2017	36,728.	Municipal Manager/LED Unit	Assistance and development of SMME's by 30 June 2016	5	Identify 5 potential SMME's to be supported.	Assist and develop 3 SMME's	Assist and develop 2 SMME's	Report to Council on the assistance and development of SMME's
SUSTAINABLE JOB	Develop LED	No Tourism	n/a	Municipal	Develop a	1	Develop	Workshop	n/a	n/a

CREATION ◆ BEE & PARTNERSHIPS ◆ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ◆ SKILLS DEVELOP-MENT ◆ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Strategic Plan with an economic Vision for the Municipality.	policy strategy by Council		Manager/LED Unit	Tourism strategy by 31st December 2017		Tourism strategy	Tourism strategy		
SUSTAINABLE JOB CREATION ◆ BEE & PARTNERSHIPS ◆ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ◆ SKILLS DEVELOP-MENT ◆ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	No LED strategy adopted by Council	n/a	Municipal Manager/LED Unit	Develop LED Strategy by 31st December 2017	1	Develop LED strategy	Workshop LED strategy	n/a	n/a
Creating and enabling environment to attract investment that generates economic growth and job creation	Implement strategic LED Action and Interventions with the aim of creating networks, linkages, referral & support systems, appropriate policies, by-laws, incentives, services and infrastructure that will stimulate and	New KPI	400,000	Municipal Manager/LED Unit	Implement 2 initiatives identified by the Mohair summit by 30th June 2018.	2	n/a	1. Planning and Marketing for SMME Imbizo to be held in March 2018. 2. Planning for Mohair empowerment trust.	1. SMME Mohair Imbizo - March 2017	2. Ceremony for handover of contribution towards Mohair empowerment trust.

	facilitate LED, attract investment, encourage establishment and growth of business and industry in the Dr. Beyers Naude LM.									
BACK TO BASICS – KPA – Good Governance & Public Participation							***PERFORMANCE MILESTONES***			
Objective	**Strategy**	**Baseline**	**Budget**	**Depart**	**KPI**	**Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
To become the best performing Municipality, in all respects.	Developing a credible Integrated Development Plan that will address the developmental needs of our Community.	5 year credible IDP adopted by Council on 23rd May 2017.	n/a	Municipal Manager/IDP Unit	A reviewed and credible IDP for 2018/19	1	(a) Prepare 2018/19 IDP & Budget Process Plan, (b) 14 x Ward Committee consultation meetings, (c) 1 x IDP RF meeting (launch), (d) Adopted IDP & Budget Process Plan.	(a) 14 x Ward-based Planning Public Participation Meetings (b) 1 x reviewed CBP Report (inclusive of Ward Development Priorities), (c) 2 x IDP SC meetings, (d) 1 x IDP RF meeting, (e) 1st Draft IDP Project Register.	(a) 2nd Draft IDP Project Register, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x Draft 2nd Edition: 2018/19 IDP adopted by Council.	(a) 14 x Mayoral Outreach / PP meetings, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x first review of 2017 - 2022 IDP approved by Council.
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	3 Ordinary Council Meetings, 7 Exco Meetings, 11 Special Council Meeting 2016 - 2017	n/a	Administration Department	Number of Meetings held in terms of year planner by 30 June 2017. (4 Ordinary Council Meetings and	8	Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special	Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special	Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special	Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting

					4 Standing Committee meetings)		Council meeting in terms of the year planner. Monthly Resolution Implementation Report submitted to MM	Council meeting in terms of the year planner. Monthly Resolution Implementation Report submitted to MM	Council meeting in terms of the year planner. Monthly Resolution Implementation Report submitted to MM	in terms of the year planner. Monthly Resolution Implementation Report submitted to MM
To become the best performing Municipality, in all respects.	Ensuring that Ward Committees have been established and are functioning properly, and that a CDW has been appointed in each Ward	No CDW's deployed at ward level	n/a	Municipal Manager	CDW's deployed at ward level with monthly report submission.	12	3 monthly reports from each CDW.	3 monthly reports from each CDW.	3 monthly reports from each CDW.	3 monthly reports from each CDW.
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	4 MPAC meetings held 2016/2017	n/a	Administration Department	Number of MPAC meetings to assist with oversight function until 30 June 2018.	4	Organise MPAC meeting	Organise MPAC meeting	Organise MPAC meeting	Organise MPAC meeting
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	4 audit committee meetings held during 2016/2017	n/a	Administration Department	Number of Audit Committee meetings to assist with oversight function until 30 June 2018.	4	Organise Audit Committee meeting	Organise Audit Committee meeting	Organise Audit Committee meeting	Organise Audit Committee meeting
To become the best performing Municipality, in all respects	Installing and maintaining effective and	8 LLF Meetings held 2016/2017	n/a	Human Resources Department	Ensure that the LLF is functioning properly and	6	2 Meetings	2 Meetings	1 Meeting	1 Meeting

	efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.				fulfilling its mandate by having 6 Meetings annually					
To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Quarterly reports submitted to the Municipal Manager and Council.	n/a	Municipal Manager/Com munications	Implement Communicati on Action Plans by providing quarterly progress reports by 30th June 2018.	4	Improve internal communication by executing communication action plan and report progress to the Municipal Manager	Improve internal communication by executing communication action plan and report progress to the Municipal Manager	Improve internal communicatio n by executing communicatio n action plan and report progress to the Municipal Manager	Improve internal communication by executing communication action plan and report progress to the Municipal Manager
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public	40 000 newsletter distributed during 2016/2017	19,500.	Municipal Manager/Com munications	Number of quarterly External Newsletters distributed to stakeholders by 30th June 2018	60 000	15000 Quarterly External Newsletters distributed.	15000 Quarterly External Newsletters distributed.	15000 Quarterly External Newsletters distributed.	15000 Quarterly External Newsletters distributed.

	participation and promote socio-economic development.									
To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	4 interviews held with the Mayor in 2016/2017	n/a	Municipal Manager/Communications	Number of Interviews Held with the Mayor and submitted to the local Newspaper (The advertiser) by 30th June 2018.	4	Quarterly interviews with the Mayor and submit to the Local Newspaper (The advertiser)	Quarterly interviews with the Mayor and submit to the Local Newspaper (The advertiser)	Quarterly interviews with the Mayor and submit to the Local Newspaper (The advertiser)	Quarterly interviews with the Mayor and submit to the Local Newspaper (The advertiser)
To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote	Housing register updated continuously	n/a	Corporate services	Maintain updated housing beneficiary list and submit to Department of Human settlement on a quarterly basis by 30th June 2018	4	Updated beneficiary list and quarterly submission to the Department of Human Settlement	Updated beneficiary list and quarterly submission to the Department of Human Settlement	Updated beneficiary list and quarterly submission to the Department of Human Settlement	Updated beneficiary list and quarterly submission to the Department of Human Settlement

	socio-economic development.									
To become the best performing Municipality, in all respects.	Ensuring that Ward Committees have been established and are functioning properly, and that a CDW has been appointed in each Ward.	No CDW's deployed at ward level	n/a	Municipal Manager/Ward Co-ordinator	Quarterly Ward Committee meetings until 30 June 2018	4	Ensure quarterly ward committee meetings	Ensure quarterly ward committee meetings	Ensure quarterly ward committee meetings	Ensure quarterly ward committee meetings.
To become the best performing Municipality, in all respects	Providing Free Basic Services and Indigent Support.	Indigent register in place.	n/a	Finance Department	Extend the Indigent Register by registering 120 Houses by 30th June 2018.	120	Register 30 houses	Register 30 houses	Register 30 houses	Register 30 houses and have awareness campaigns in all wards.
To become the best performing Municipality, in all respects	Providing Free Basic Services and Indigent Support.	Exist strategy in place, addressed through awareness and verifications conducted throughout the year	n/a	Finance Department	Implement an exit strategy from Indigent Register quarterly.	4	Verification of IGG register and report	Verification of IGG register and report	Update IGG register	Report to Council
BACK TO BASICS – KPA – Sound Financial Management						***PERFORMANCE MILESTONES***				
Objective	**Strategy**	**Baseline**	**Budget**	**Depart**	**KPI**	**Annual Target**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**

To become a financially viable and sustainable Municipality.	The development and implementation of a Funding Strategy.	19,984,111	64,460,430	Finance Department	100% expenditure of Municipal Grants by 30th June 2018.	100%	15%	15%	40%	30%
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Delay In submission of S71 and S52 reports in 2016/2017	n/a	Municipal Manager	100% Financial compliance by 30th June 2018.	100%	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Audit Implementation plan developed for all audit findings of 2015/2016	n/a	Municipal Manager	Improve Outcome of the AG report: Execute action plan to address previous findings by 30 June 2018.	1	n/a	n/a	All audit findings for 16/17 addressed in terms of audit action plan	All audit findings for 16/17 addressed in terms of audit action plan
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Verification of the completeness of the asset register conducted annually.	n/a	Supply Chain Department	Verification of the completeness of the Asset Register (Asset Register compliant to GRAP standards)	100%	All purchases captured and updated on Asset Register	All purchases captured and updated on Asset Register and Follow up on queries of Auditor General	All purchases captured and updated on Asset Register and address audit outcomes	All purchases captured and updated on Asset Register and conduct an Annual review of the condition and useful life of assets.
To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	19,984,111,000	64,760,430, 000	Municipal Manager	Percentage CAPEX of budget spend by 30th June 2018.	100%	15%	15%	40%	30%

To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	253,242,25.00	397,933,59.00	Municipal Manager	Percentage OPEX of budget spend by 30th June 2018.	80%	30% spend	55% spend	75% spend	80% spend
To adopt a realistic, credible and funded Annual Budget	Alignment of the Budget to the IDP's Development Priorities.	2017/2018 Budget approved	n/a	Municipal Manager	2018//2019 Budget approved by Council by 31 May 2018.	1	Process Plan adopted	Budget priorities developed	Draft by 30 March 2018.	Approved by Council on the 31st May 2018.
To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	67% Collection rate 2016/2017	n/a	Finance Department	Improve collection rate on service debtors to address cash flow constraints by 30th June 2018 (Service debtors/service debt collected)	80%	0	0	0	80%

To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Financial recovery plan developed in 16/17 with outer year targets	n/a	Finance Department	Number of financial recovery plans implemented and monitored quarterly by submissions to EXCO by 30th June 2018.	1	Ensure compliance with Financial recovery plan deadlines.	Ensure compliance with Financial recovery plan deadlines.	Ensure compliance with Financial recovery plan deadlines.	Ensure compliance with Financial recovery plan deadlines.
To become a financially viable and sustainable Municipality.	Stringent implementation and execution of the Municipality's Credit Control & Debt Collection Policy.		n/a	Finance Department	Effective control over collection of property rates by 30 June 2018.	Ensure average 80% recovery rate of property rates billed by 30 June 2018.	Ensure effective recovery of property rates	Ensure effective recovery of property rates	Ensure effective recovery of property rates	Ensure effective recovery of property rates
To become the best performing Municipality, in all respects.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs	7 appointed	770,000.	Finance Department	Number of interns appointed in Finance Department by 30 June 2018.	7	Appoint interns	Appoint interns	Appoint interns	Appoint interns